United Nations A/71/121*

General Assembly

Distr.: General
29 June 2016

Original: English

Seventy-first session
Item 107 of the provisional agenda**
Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report has been prepared pursuant to General Assembly resolution 70/180. It describes the efforts undertaken by African countries to adopt regional and international initiatives for cooperation in the fight against crime, and technical assistance to strengthen their criminal justice systems, consolidate good governance and continuously improve mechanisms for the realization of the rule of law. The report also describes the significant impact that international crime has on Africa's development. The response requires measures such as those contained in the strategic plan of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders for 2017-2022, namely expert interventions, the provision of technical assistance in conjunction with partner agencies, strengthened advocacy for increased investment in crime prevention by political leadership through unique initiatives drawing on Africa's cultural standards, regional and international conventions, and the reactivation of the secretariat of the Institute as a centre of innovative programmes and activities to support States in the area of crime prevention and criminal justice. The report also contains details about the efforts of the Institute aimed at resource mobilization from a wide variety of sources to facilitate the realization of its visionary criminal justice initiatives.

* Reissued for technical reasons on 23 August 2016.
** A/71/150.

V.16-03951 (E) 150716 180716

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I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 70/180. It illustrates the current status of crime prevention and criminal justice administration in Africa and highlights the suitability of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders as a pan-African centre of expert knowledge that plays a pivotal role in addressing Africa's crime problem. The report contains an analysis of factors that have increased Africa's vulnerability to the proliferation of organized crime and regional crime syndicates. It further outlines a strategic plan of priority innovative and multidisciplinary approaches developed to support efforts that go beyond conventional measures against organized crime. In view of the cross-border character of crime and the fact that new demands are being placed on criminal justice systems, the report also contains proposals to treat criminal justice as an international phenomenon by drawing on a global network of legal professional institutions, international legal instruments and international cooperative efforts to combat international crime. The report also underscores the challenges facing the Institute in fulfilling its critical obligations in the field of criminal justice and contributing technical support to the crime prevention sector by sustainably building human capacity, mobilizing resources and developing a framework for integrating all facets of justice systems and harmonizing the diverse legal systems in order to respond collectively to international crime.

2. At the turn of the century, the need for Africa's criminal justice systems to reach across borders has brought with it new demands for the realignment of existing practices within global initiatives. Globalization is raising new challenges for criminal justice practitioners. Among the more significant of those challenges are the international dimensions of crime, the impact of legal immigration and irregular migration, transnational organized crime, technological influences on global criminality, and the influence of a more harmonized legal culture. In this environment, the criminal justice system in Africa — mostly police, courts, and corrections — is facing and adapting to new forms of criminality, sometimes without adequate preparation. This situation calls for more recognition of the importance of international cooperation. Africa's response to globalization in the criminal justice arena will require major changes in both law and policy, placing greater emphasis on the education and training of practitioners at all levels of government.

3. Globalization is affording Africa regional integration opportunities as an intermediate step towards incorporating its traditional approaches to criminal justice into a prospective global justice system. African countries are currently also putting in place structures to achieve their ultimate objective, which is the creation of a feasible single legal regime and jurisdiction based on international instruments. To that end they have established institutions responsible for regional integration initiatives. Taking a regional approach in key areas enables participating countries to pool their resources and avail themselves of regional institutional and human resources. Thus they can attain a level of technical and administrative competence that would not be possible otherwise in areas such as detection, investigation, intelligence, surveillance, prosecution, litigation and rehabilitation of high-profile inmates (including juvenile delinquents), harmonization of wide-ranging legal and

regulatory reforms and reforms of judicial systems, and rationalization of regional sentencing procedures.

4. Africa's experience with translation of regional and international instruments into litigation at the national level is progressing well. There is growing concern about crimes that transcend Africa's jurisdictional boundaries and the challenges they pose to the continent's available crime prevention and criminal justice capacity. However, new opportunities keep arising to tap into expertise and other resources from existing global networks. The continent has made noticeable progress in pursuing regional approaches to international criminal justice and applying regional and international conventions. Examples are the International Criminal Tribunal for Rwanda established in 1994, the Special Court for Sierra Leone, the International Crimes Division of the High Court of Uganda, the International Crimes Division of the High Court of Kenya (inspired by the African Union initiative to resolve the post-election violence in 2007 and 2008), the Truth and Reconciliation Commission of South Africa, the African Peer Review Mechanism (a vital intraregional tool of the African Union for assessing the fulfilment of important benchmarks in the progress towards good governance, the rule of law and constitutional order, and that emphasizes the commitment to peace and security and also to ending impunity), the resolve shown by African countries to assist in settling conflicts with support from the international community in South Sudan, Somalia, Burundi, the Democratic Republic of the Congo, and the proposed expansion of the jurisdiction of the African Court on Human and People's Rights to serve as a mechanism for international criminal justice. Serious concerns remain about the application of international criminal justice standards in the regional court system.

5. While such initiatives reflect significant progress in formulating international criminal justice responses at the regional level, they need to be followed up with sustained technical support to provide a long-lasting impact. In pursuit of that objective, the Institute is realigning its priorities and redesigning its action plans as a pan-African institution to meet emerging needs for technical support. In a move that will energize the Institute, a strategic plan has been developed that focuses on tackling crime and meeting criminal justice challenges in Africa. The strategic plan will build on plans to pool the technical capacity of agencies in various African States. The strategic plan will give the Institute a clear path of intervention. Against the background of the successes in previous years and the significant improvements in mechanisms to combat crime, the Institute will be a centre of expertise in technical support to help tackle Africa's mounting crime problem. Those successes and improvements mainly stem from developments in political and economic integration, which should be matched with a corresponding regional approach to crime prevention and criminal justice.

II. Governance and management

A. Governing Board

6. In May 2015, following a directive of the Governing Board, the Institute made efforts to implement strategic actions that will put the Institute at the centre of all criminal justice efforts. In the short run, action plans focus on direct consultations with authorities in African countries to raise the profile of the Institute as a

pan-African medium uniquely suited to promoting and integrating the heritage of African values into national legal frameworks on crime prevention and criminal justice. The Institute is also approaching partner agencies and national authorities to establish coalitions and set up shared programmes. The aim is to make the Institute a regional centre of expertise founded on African values that serves as a focal point for the ongoing efforts to resolve regional issues of governance, conflict and peace, and stability and security, and for exploring how new trends in crime influence those issues and undermine development in Africa. The main goal is to appeal to Governments to regard crime prevention as a national development priority, integrate it into all national and regional planning initiatives, address vulnerabilities and make the Institute the focus of their attention in that regard. The Institute now has a technical committee composed of high-level government officials representing all States members of the Governing Board. The technical committee is to offer guidance, technical support and moral support, oversee functional capacity, gather political support for issues to be brought before the Governing Board and urge African countries to finance the programme of activities of the Institute in order to receive effective criminal justice services.

7. The Institute is restoring its contacts in the region, establishing bilateral ties with key administrative units in relevant departments in Africa and encouraging the use of experts to highlight the value of knowledge-based development planning and public administration so as to reduce the potential risks of criminal infiltration. The Institute is working with academia and specialized human rights institutions that are also connected to other professional networks in the region to promote curriculums that have a strong crime prevention and criminal justice component. Thus it is able not only to utilize available information, but also to generate new knowledge, mobilize domestic resources and find empirical solutions centring predominantly on human rights sensitization and awareness-raising initiatives. This is seen as a prerequisite to having a well-informed population, and it lends a solid foundation to the effective formulation of policy beyond national, regional and continental boundaries.

8. The Institute is appealing to member States for crime prevention to be considered a development issue that fits in with the global Sustainable Development Goals. Achieving the Goals will support the strengthening of the rule of law in the criminal justice systems of the continent, with a view to proactively safeguarding peace and security, development and human rights.

9. All these action plans constitute the core of the strategic commitments for the medium term, including as part of the plan of action for the period 2017-2022. At its next session, the Board will consider the strategy.

B. General direction and management

10. Building on previous successes, the plan of action for 2017-2022 is aimed at using all available opportunities for raising the Institute's capacity. It contains an acknowledgement of the elements that have emerged since the Institute was first established and contains proposals to gain the interest of member States in enhancing their participation in the affairs of the Institute by lending their support. In line with General Assembly resolution 70/180, the realization of that objective is

expected to be the focus of the contacts the secretariat plans to have with member States. Pursuant to the directive of the Governing Board, the Institute has made efforts to develop governance and operational strategies to force a breakthrough in resource mobilization, committing member States to matching political will with financial contributions and tasking the secretariat of the Institute with seeking other sources of financial and human resources to sustain the action plans of the Institute. A vibrant Institute that is well funded and sufficiently staffed is capable of transforming crime prevention in Africa. As technology advances, crime is becoming increasingly straightforward to commit and more difficult for law enforcement to detect, especially in Africa.

11. Referring to the global fight against transnational organized crime, the plan of action outlines how research-based initiatives and technical assistance tailored to Africa's challenges can be spearheaded by the Institute in conjunction with relevant partners. The plan discusses risk factors, good governance and channels through which criminal justice authorities can implement crime prevention initiatives that protect development.

12. The success of the strategic plan is directly linked to the Institute's systematic engagement with national authorities to embrace effective rule of law-based criminal justice as a regional objective. It is hoped that the action plan will be endorsed by all actors in the criminal justice system. The undertaking relies on the Institute's ability to develop strategies to enhance support for criminal justice initiatives that will be implemented in accordance with the proposals of the Institute. To that end, the Institute is currently developing working relationships with a number of substantive entities in the field of criminal justice, including the European Crime Prevention Network, the Economic Commission for Africa (ECA), the African Union and the United Nations Office on Drugs and Crime. In addition, the Institute is working to improve its own internal structures to make it a useful platform for a wider regional framework that brings together local, regional and international perspectives for the benefit of crime prevention in Africa.

III. Substantive programmes and activities

A. Overview

13. The Institute's medium-term strategy and plan of action focus on integrating crime prevention and criminal justice into socioeconomic development, promoting the rule of law and increasing public participation. The developments in information and communications technology have given rise to cybercrime, one of the fastest growing forms of transnational organized crime that Governments, companies and individuals worldwide have only limited capacity to address. Concerns have been raised that the threat from transnational organized crime could escalate because of the proceeds cybercrime generates.

14. The violent conflicts referred to in paragraph 4 have paralysed economic growth and compromised the region's ability to reach the development targets set for it. They put the criminal justice resources available in Africa under severe strain. Furthermore, the growth of violent extremism threatens peace and stability in West Africa, North Africa and the Horn of Africa. Their impact is also felt in the rest of

the region, and they pose a threat to peace, human rights and sustainable development.

B. Activities of the Institute

1. Safeguarding online criminal justice processes

15. Given the worldwide trend towards increased digitization, information and communications technologies are increasingly used for detection, prevention, investigation, prosecution and general litigation. However, the overall benefits must be weighed up against the potential financial cost and the increased vulnerability to online fraud and violations of privacy. The Institute is strengthening its collaboration with experts and institutions to ensure sustained technical support in that regard.

2. Legal aid clinics: empowering States to strengthen good governance and the rule of law

16. Africa's criminal justice systems are still fragile. The institutional frameworks for litigation processes are beset by severe deficiencies in capacity and resources. Despite the gains made in sensitization and awareness-raising schemes, the level of sophistication displayed by transnational organized criminal groups seriously challenges criminal justice systems. The 2030 Agenda for Sustainable Development unequivocally states that poverty reduction, sustainable development and access to justice are fundamentally linked. A lack of access to justice disproportionately affects the poor, who do not have the ability to protect their rights and assets, including land, which, in turn, puts at risk their livelihood and investment opportunities. The Institute is strengthening its partnership with the Uganda Law Society to reach out with special initiatives to provide free or largely free legal services to vulnerable groups under the Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice System in Africa. As a result, the law societies of Uganda and Kenya operate legal advice clinics on a regular basis in their respective countries, making sure that people are not left without legal protection when they cannot afford a lawyer. Primary legal advice of this kind not only benefits low-income clients, it can reduce costs for the justice system as a whole by resolving issues that might otherwise end up in more costly litigation before a court. The legal clinics also seek to go beyond the specific problems put to them by educating low-income communities, including prison inmates, more broadly about their rights, and advocating for legal reforms for the benefit of community development. Ultimately the aim is to go beyond the traditional lawyer-client model in the narrow sense and bring about change that benefits the entire low income community. Based on the progress this pilot initiative has achieved in Uganda, the Institute is planning a legal empowerment initiative to institutionalize nationwide community-based justice services in selected pilot countries so as to promote universal access to justice in Africa.

17. Broadly speaking, under the legal empowerment initiative, the Institute will work with civil society and government partners to support lawyers and community-based paralegal professionals in finding solutions to both individual and community-wide legal problems. Efforts will focus on strengthening the delivery of

basic services while simultaneously advocating systemic reform for the benefit of the poor. The legal empowerment initiative will work with Governments, civil society and donors to identify and advance policy solutions to secure high-quality services, broad coverage, independence and sustainability and ensure that those services are institutionalized and are widely available. This will ultimately enable ordinary people to understand the law and find concrete solutions to their day-to-day justice problems and change their own societies for the better.

3. Spearheading regional initiatives against crime

18. The general aim is to involve all sectors of society in crime prevention as a matter of regional priority. The Institute is working with the regional offices of the International Criminal Police Organization (INTERPOL) and with local crime prevention authorities to forestall the spread of national criminal networks and organized cartels by using existing regional and international conventions. Ethiopia, Kenya and Uganda now have national task forces to combat trafficking in human beings and online child abuse, whose aim is to ensure effective policing and involve civil society in their work. As a result, national help lines have been set up and links have been established with foreign missions. This has improved reporting, facilitated emergency responses to rescue a number of victims and helped to follow up suspected members of transnational criminal cartels with help from other institutions in the public and private sectors.

4. Promoting the use of electronic evidence in criminal justice administration

19. The dynamic nature of information and communications technology has aggravated operational challenges for law enforcement in Africa. To address those challenges, there is a need to raise awareness of the risks of cybercrime across society, including policymakers, the private sector, the public, and, most importantly, the law enforcement and criminal justice sectors. The Institute provides technical assistance to the East Africa region, where significant improvements in the development of mechanisms to combat cybercrime are on course. In April 2016, in Kampala, the United Nations Office on Drugs and Crime conducted a training workshop on basic cybercrime investigations and digital forensics for law enforcement investigators and prosecutors from Ethiopia, Kenya, the United Republic of Tanzania and Uganda. The Institute participated in this event and its Acting Director spoke at the opening and closing ceremonies. It is envisaged that the participants will transfer the skills they acquired to their departments in their respective countries. The regional training event on scenario-driven electronic evidence was organized with the support of the Government of Uganda, as part of the East Africa regional response to cybercrime. Training workshops such as this have resulted in increased inter-agency cooperation and closer informal, personal contacts, which has translated into a better use of shared resources available at INTERPOL and some countries making available their forensic laboratories for technical assistance and mutual legal assistance.

20. In June 2015, the Institute participated in the global conference against cybercrime organized by the Council of Europe in Strasbourg, France. Attorneys general together with prosecution and law enforcement authorities from Africa were introduced to vital international cooperation resources to combat cybercrime. The Institute held a special session with representatives from African countries at

which they expressed the need for the sustained provision of technical assistance to promote increased awareness of cybercrime; the protection of small and medium-sized enterprises and other vulnerable groups; support for regional integration in Africa, focusing on the shared objectives of crime prevention and criminal justice authorities from the public and private sectors; widening the scope of collaboration to increase awareness of cyberscams and the serious challenges they pose to Africa's system of criminal justice. The Institute is following up on the needs for technical assistance expressed at the conference with regional consultations to determine the modalities of intervention.

5. Promoting enhanced collaboration among regional networks and focal points

21. Several cybersecurity workshops have focused on increasing the capacity of prosecution and investigative authorities to address cybercrime and electronic evidence, building on the document entitled "Kampala outcomes on strengthening regional cooperation", which was agreed at the East African Community regional meeting on preventing and combating cybercrime held in Kampala in May 2014 by senior government officials and key stakeholders from States members of the East African Community, together with representatives of other organizations. Through the Eastern African Criminal Justice Network on Cybercrime and Electronic Evidence, which was established as a result of the Eastern African Networking Meeting on Cybercrime and Electronic Evidence held in Nairobi on 19 and 20 August 2015, the Institute has been working to develop closer cooperation among the focal points for law enforcement agencies, prosecution services, the judiciary and central authorities in order to facilitate informal and formal modes of cooperation in criminal justice matters involving cybercrime and electronic evidence.

22. The objectives of the Network, as set forth in its terms of reference, include promoting the exchange of information between criminal justice and law enforcement counterparts of member States on cybercrime; facilitating working relationships and informal cooperation between the criminal justice and law enforcement sectors and other key stakeholders; establishing a database of cybercrime cases and compiling information on patterns and trends of cybercrime in the region; and facilitating and coordinating training and capacity-building activities for member States and facilitating cooperation on legal issues pertaining to cybercrime, including the use of electronic evidence. Following developments in the region, the need for sustained support for the provision of technical assistance has increased considerably, owing in part to the increasing incidence of cybercrime and its complex nature. Existing regional coordination and cooperation efforts, while crucial, need to be further streamlined to address the growing challenges cybercrime poses to law enforcement and criminal justice personnel and to address emerging victimization issues.

23. The globalization of the economy, communications and governance has prompted the inclusion of regional and international aspects in action plans and programmes for detection, prosecution and law enforcement. This trend is increasingly reflected in efforts to promote the rule of law, democracy and good governance worldwide, based on international and regional norms and standards. Supported by selected experts, the Institute is engaging with regional authorities to establish centres of command and control previously available only to large

organizations and States. As a result, several certified response teams and certified incident response teams have appeared in a number of jurisdictions, leading to growing regional collaboration among agencies such as INTERPOL and regional police cooperation initiatives. In essence, nations and institutions have started to focus on collaboration, regional initiatives and international instruments to bridge conflicting legal systems and meet global challenges using local or regional practices.

6. Advocacy for political support to crime prevention

24. A strong appeal is made to African leaders to help their countries to invest in crime prevention, ending poverty, strengthening the protection of human rights, combating climate change and ending the conflicts that are among the factors that can give rise to forced displacement and large refugee movements. With the missions of countries present in Kampala, the Institute is discussing ways to organize sensitization workshops about patterns of irregular migration across borders and onward to other continents. The purpose is to devise regional approaches to addressing the global phenomenon of migration challenges with the use of harmonious regulatory mechanisms at the regional level.

25. Consultations have been initiated with the African Union regarding the possibility of a joint project to implement regional instruments to control illicit activities, such as drug control programmes and initiatives taken in the wake of the African Union Plan of Action on Drug Control 2013-2017, and to focus on activities beyond that Plan of Action.

7. Integrating traditional ethics in crime prevention

26. Amid the escalating challenge of technologically engineered transnational organized crime, Africa aims to apply traditional norms in its criminal justice systems at the local, regional and international levels, in conformity with international human rights law. African traditions have a significant element of crime prevention on which innovative crime prevention and criminal justice programmes could be built that could effectively prevent impunity. The Institute is collaborating with selected universities to operationalize the link between criminal justice authorities and sources of traditional justice, so as to regularize the use of restorative practices.

C. Dissemination of information and collaboration

27. Resource constraints continue to hinder the implementation of a fully functional information resource centre capable of hosting contemporary platforms that would enable professionals to share and analyse critical issues and contribute new ideas that would assist criminal justice personnel in their operations. Within the resource mobilization project of the Institute there is a plan to revamp the information processing unit.

IV. International cooperation and partnerships

28. Globalization has enhanced the power and wealth of expert knowledge and given illicit groups the capacity to use that knowledge to perpetrate crimes across geographical boundaries. In the light of this development, individuals, institutions, multinational corporations and other non-State actors having influence over national and international affairs because of their expertise, worldwide exposure, capacity, mandates or economic or political power have a responsibility to work together towards a common goal, using their competence in the interests of justice.

29. Since the 1990s, the importance of regional and international cooperation has grown to unprecedented levels, while the ability of States and international organizations to act on their own for the common good has diminished. Regional and international institutions will continue to make rapid changes to the way international relations are conducted, especially in the field of criminal justice, which remains central to efforts to maintain peace, harmony and stability among nations. This is one of the strategic objectives of the Institute as it seeks to find new ways to ensure that institutions undertake concerted efforts in favour of crime prevention and that, in doing so, they call on experts where needed. Within the region, the Institute is developing partnerships between experts and institutions with varying levels of capacity, and is establishing contacts with experts to develop dynamic strategies and policies to combat conventional and emerging forms of criminality.

V. Funding and support

30. The total income of the Institute for 2015 was $308,000, a marked decline compared to 2014 ($513,100). Although income from assessed contributions from member States increased during the reporting period, it continued to be inadequate for the financing of operational costs. Income from interest and other sources also declined during the year, compared with previous years.

31. The sources of income for 2015 are shown in table 1, with income for 2014 shown for comparison.

Table 1
Summary of income received in 2015, compared with 2014

	2015		*2014*	
Source	*Amount (United States dollars)*	*Percentage of total income*	*Amount (United States dollars)*	*Percentage of total income*
Member States' assessed contributions	176 600	57	124 800	24
Grant from the United Nations	98 400	32	266 900	52
Other income (interest, ground rent, premium and rent)	33 000	11	121 300	24
Total income	**308 000**		**513 000**	

32. For the period from January to May 2016, the total income of the Institute was as shown in table 2, with the equivalent period in 2015 shown for comparison.

Table 2
Summary of income received from January to May 2016

	January-May 2016		*January-May 2015*	
Source	*Amount (United States dollars)*	*Percentage of total income*	*Amount (United States dollars)*	*Percentage of total income*
Member States' assessed contributions	140 400	37	159 100	61
Grant from the United Nations	235 100	61	93 500	36
Other income (interest, ground rent, premium and rent)	6 300	2	9 300	3
Total income	**381 800**		**261 900**	

A. Assessed financial contributions from member States

33. During the 2015 financial year (January-December 2015), 3 of the 29 States members of the Institute paid their assessed contributions. Their payments amounted to $176,600, which represents 12 per cent of the total annual assessed contribution of $1.5 million. The regular budget of the Institute amounts to $2 million, 75 per cent of which ($1.5 million) is expected to come from member States' assessed contributions. The low rate of contributions hampers the timely execution of the Institute's programmes. The 2015 assessed contributions are provided in table 3.

Table 3
Breakdown of contributions received in 2015

Countries	*Annual assessed contribution for 2015 (United States dollars)*	*Arrears paid in 2015 (United States dollars)*	*Prepayments (United States dollars)*	*Total amount paid in 2015 (United States dollars)*
Ghana	—	124 800	—	124 800
Seychelles	25 000	—	—	25 000
Uganda	26 800	—	—	26 800
Total	**51 800**	**124 800**	—	**176 600**

34. For the period from January to May 2016, two countries paid their outstanding arrears up to 31 December 2015, while one country paid 2016 assessed contributions amounting to $140,400 (see table 4).

Table 4
Breakdown of contributions received from January to May 2016

Countries	*Annual assessed contribution for 2016 (United States dollars)*	*Arrears paid in 2016 (United States dollars)*	*Prepayments (United States dollars)*	*Total amount paid in 2016 for January-May 2016 (United States dollars)*
Democratic Republic of the Congo	—	100 100	—	100 100
Seychelles	25 000	—	—	25 000
Uganda	11 300	4 000	—	15 300
Total	**36 300**	**104 100**	—	**140 400**

35. As at 30 May 2016, outstanding arrears of member States' assessed contributions stood at $10,927,000, which is 75 per cent of the total assessed contribution since 1989. The secretariat of the Institute would like to recognize all member States that have made efforts to clear off their arrears and are still doing so. It should be noted, however, that since 2011, when annual assessed contributions were adjusted upwards, the contributions received have never surpassed the annual total assessed contribution of $1.5 million.

36. At its sixth extraordinary meeting, held in Lilongwe on 29 May 2015, the Governing Board of the Institute requested member States to take a keen interest in the affairs of the Institute and advised them to view the Institute as an African project to address various African issues as they emerged. The Board stressed the need for all member States to fulfil their obligations to the Institute by paying their annual assessed contributions in a regular and timely manner. In that regard, member States' representatives were requested to appeal to their Governments to pay their outstanding arrears.

B. United Nations grant

37. During the main part of the seventieth session of the General Assembly, from October to December 2015, efforts were made to increase the current United Nations grant to the Institute from $365,300 to $771,000 in order to cover some of the core Professional staff requirements. Following the conclusion of the main part of the seventieth session, it was decided that the grant for the biennium 2016-2017 would be maintained at the same level as in the previous biennium. Based on the provisions of the resolution of the Assembly, the Secretary-General's efforts to mobilize the financial resources necessary to maintain the Institute will continue in order to facilitate the core Professional staff required to enable the Institute to function effectively in the fulfilment of its mandated obligations.

38. In 2013, ECA consultants reviewed the Institute and wrote a proposal for its restructuring. The proposal, which is currently under consideration by the Governing Board, identifies as one of the Institute's major weaknesses its "inadequate staffing, a result of direct difficulties in appointing and retaining skilled personnel due to unattractive remuneration and other terms of appointment".

39. From its inception up to 1995, the Institute's Professional staff, i.e. the training adviser, the research adviser, the information and documentation adviser and the administrative/financial officer, drew their salaries from funding provided by the United Nations Development Programme, which ended in 1995, while the posts of Director and Deputy Director were paid for from the United Nations grant. From 1995 to 2001, when the grant was increased to its current level, all Professional staff posts were frozen, except the post of administrative/financial officer, which was retained and paid for from the grant in the same way as those of Director and Deputy Director.

40. In 2004 there was a salary increment for all categories of staff (Professional and General Service staff) following the decision of the Governing Board to equate staff salaries to those of ECA staff. This decision increased the total salary requirement for core Professional staff to $1,002,200, a difference of $636,900 as compared to the current grant of $365,300. The current grant is sufficient only to pay for the salaries of the posts of Acting Director and Administrative/Financial Officer, and the related administrative costs.

41. As in previous reports, and in the spirit of paragraph 16 of General Assembly resolution 70/180, the Institute appeals to the General Assembly for its support of efforts to mobilize the financial resources necessary to maintain the Institute with the core Professional staff required to enable it to function effectively in the fulfilment of its mandated obligations, and to consider revising the amount of the United Nations grant to a level commensurate with requirements for the effective functioning of the Institute.

42. Table 5 gives the actual expenditure during the biennium 2014-2015 paid for from the United Nations grant. Table 6 provides the proposed expenditure for 2016-2017.

Table 5

Actual staff costs paid during the biennium 2014-2015

Established post	*Salary scale*	*Paid in 2014 (United States dollars)*	*Paid in 2015 (United States dollars)*	*Total paid during the 2014-2015 biennium (United States dollars)*
Deputy Director	P5/IX	78 000	78 000	156 000
Administrative/financial officer	P3/X	56 800	56 800	113 600
Information/documentation consultant	Fees	2 300	900	3 200
Programme officer	GS10/X	33 200	33 200	66 400
General administrative expenses		23 400	2 200	25 600
Total		**193 700**	**171 100**	**364 800**

Table 6
Proposed professional staff costs for the 2016-2017 biennium

Established post	*Salary scale*	*Proposed salary for the 2016-2017 biennium (United States dollars)*
Director	D1/VII	176 800
Deputy Director	P5/IX	158 600
Training adviser	P4/VI	124 300
Research adviser	P4/VI	124 300
Information/documentation adviser	P3/VI	104 200
Administrative/financial officer	P3/X	113 600
Non-salary costs		200 400
Total		**1 002 200**

C. Other income

43. As in previous years, the Institute continued to receive additional income from interest, premium and rentals, although the amount was significantly reduced as the Institute had neither fixed deposits from which it could earn interest nor additional land to lease and earn premium. Other income during the period January 2015-May 2016 came from rentals of both leased land and rented premises and amounted to $39,300, compared with $130,600 over the period January 2014-May 2015.

VI. Future of the Institute

44. The programmes currently implemented by the Institute are meant to pave the way for the short-term and medium-term responses to the crime problem in Africa. Some of the realities Africa is faced with are unequal access to food and other resources, which most strongly affects those most in need; social, economic and political disparities; continuing population growth; the fact that over 70 per cent of the population is young, dependent and unemployed; rapid urbanization; and swift rural-urban migration patterns. As a result, the pressure on available social services has mounted. The diversity of systems of administration across the continent presents challenges to ensuring consistent rule of law-based responses.

45. Those factors make it difficult to engage the young population in the development of their countries. In some contexts young people are more vulnerable to radicalization, including through social media interaction. They may be tempted by alternative opportunities provided by crime cartels. Africa and its main allies have to invest more resources in joint efforts aimed at battling organized crime, in particular by reforming criminal justice systems and paying attention to the special needs of the young population.

46. It is advisable that the relevant authorities utilize programmes available at the Institute to help criminal justice personnel to participate in skills updates, spread new knowledge gained through research and training and improve national development programmes, in particular in the field of crime prevention. With its pan-African approach, the Institute is seeking to utilize available initiatives and

international treaties aimed at addressing crime by harmonizing national laws, improving investigative techniques and increasing criminal justice cooperation among nation States. Examples of such treaties and initiatives are the African Union Convention on Cross-Border Cooperation (Niamey Convention), the East-African Community, the Economic Community of West African States and the Southern African Development Community.

47. In a move that will energize the Institute, a strategic plan has been developed that focuses on innovation to tackle crime and address challenges in the field of criminal justice. The document includes plans to coordinate efforts of agencies in African States to create opportunities for customized interventions. Against the background of the successes achieved in previous years and the significant improvements in mechanisms to combat crime, the Institute will become a centre of expertise in technical support to help to tackle Africa's mounting crime problem. Those successes and improvements mainly stem from developments in political and economic integration, which do not seem to be matched with a corresponding regional approach to crime prevention and criminal justice. The Institute aims to be better integrated into efforts to promote effective crime prevention and criminal justice. It seeks to provide experts, researchers, activists, students, professionals, traditional authorities and civil society with a global platform to share and discuss new ideas and developments and analyse the implications and relevance of various crime prevention and criminal justice initiatives. With that purpose in mind, a multiplicity of strategies will be pursued to mobilize the resources needed for retaining human capital.

48. Transnational organized crime affects Africa's development considerably. Taking advantage of existing global efforts to combat transnational organized criminal groups, multidisciplinary mechanisms will be applied to address challenges that have emerged since the establishment of the Institute. The secretariat of the Institute has developed a plan based on an analysis of risk factors to identify resources that could facilitate a sustained remedial programme against crime and to provide criminal justice authorities with channels through which to embrace crime prevention initiatives so as to protect development and human rights.

49. Despite significant efforts made by Member States in support of the Institute and the political goodwill African countries have expressed towards the Institute, its financial status continues to pose considerable challenges to the fulfilment of its obligations. Further to the directive of its Governing Board, the Institute has made efforts to develop governance and operational strategies aimed at achieving a breakthrough in resource mobilization, commit Member States to shifting their attention towards matching moral support with financial contributions, and task the secretariat of the Institute with seeking alternative methods of raising the financial and human resources needed to sustain the action plans of the Institute. A vibrant institute that is well funded and sufficiently staffed would be capable of having an overview of crime prevention entities in Africa. As technology advances, crime is becoming increasingly easy to commit and the upsurge in transnational organized crime has highlighted the need for increased support to specialized agencies such as the Institute to develop special competences for crime prevention.

50. Given its unique pan-African status, the Institute is in a good position to align its programmes with the goals of the institutions that promote the global fight against violent extremism and radicalization. Violent extremism and radicalization

propagate primarily via social networks and by other electronic means. In that connection, the Institute is set to take advantage of the continent-wide commitment to achieve the recently adopted Sustainable Development Goals aimed at achieving peace, security, justice and stability as prerequisites for socioeconomic development. The Institute's mandate is rights-based, its programme of activities inspired by universal values and its functional capacity informed by global experiences and best practices as guided by international, regional and local regulatory instruments. This enables the Institute to benefit from available expertise and possible support from global networks and give its action plan a boost over the long term. Taking a global outlook contrasts with conventional approaches to crime prevention, and a strengthened coordination of crime prevention efforts will be central.

51. The Institute's plan of action will focus on the analysis of the escalation of criminal activity referred to earlier, according to which children, women, young people and the middle class in Africa are increasingly vulnerable to cybercrime, corruption, money-laundering, trafficking in human beings, illicit drugs, violence and other forms of abuse and human rights violations. Besides contributing to the knowledge available about crime and its impact on development, the Institute also reports, monitors and assesses progress, identifies challenges and policy options, and offers a platform for concerted intervention through collaboration with all partner agencies and stakeholders that have an interest in effective criminal justice. The holistic approach taken in the plan, which includes policymakers, the private sector, the public, civil society and, most importantly, the law enforcement and criminal justice sectors, will help to engage the political leadership of every country. The Institute makes the case for investments in criminal justice administration, urging Governments to authorize steps to increase support for crime prevention, including the opening of focal offices and the creation of structures in all departments to support crime prevention initiatives. In essence, crime should be seen as a major regional concern linked to national security, and crime prevention as a way of life for all citizens. It is expected that the Institute will be bolstered by an endorsement from national leaders, who wield significant authority in their countries and influence policy formulation processes.

VII. Conclusions

52. To effectively reduce crime, it is necessary to transform governing procedures. Real community participation, accompanied by experts, will inform a new social control policy robust enough to withstand the stresses of rapid change in the information age. Most fundamentally, such a strategy requires that crime prevention and criminal justice move beyond crisis management and reaction to effective planning and sustainable success that spreads to all processes of public affairs management.

53. Crime prevention should be seen as a development issue. A strong appeal is made to relevant authorities to interest political leaders in helping their countries to invest in crime prevention, ending poverty, strengthening human rights protection, combating climate change and ending conflicts, thus countering some of the factors that can give rise to forced displacement and refugee movements.

54. The challenges that face routine criminal justice operations demonstrate the need for policy reforms to strengthen crime prevention and criminal justice. The Institute is to be a unique focal point for technical assistance provided by experts, researchers, activists, students, professionals, traditional authorities and civil society. The aim is to give criminal justice an empirical foundation and to integrate both international and regional legal norms and the cultural context into a holistic approach appropriate for addressing the crime problem in Africa with realistic interventions. The Institute has an essential role to play in helping African States to enhance their crime prevention and criminal justice responses.